

HUMAN RESOURCES INITIATIVE

Resource Summary

(\$ in thousands)

Appropriations	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
Positions	0	520	1,085	565
Funds	0	192,763	411,810	219,047

Overview

The Department's FY 2010 request for strategic hiring is an ambitious, long-range strategy to support a growing overseas mission, engage our multilateral coalition and organizational partners, conduct economic diplomacy, expand public diplomacy, and increase our interagency partnerships and activities. The 802 foreign and civil service positions funded in the FY 2010 D&CP request represent the first phase of an overall staffing plan for FY 2010 through FY 2013, reflecting the Secretary's goal to increase the DOS Foreign Service (FS) workforce by approximately 25 percent by the end of FY 2013 to fulfill these broader missions.

Justification of Request

HUMAN RESOURCE INITIATIVE: 565 positions

Developing 21st Century Skills: 213 positions

A robust diplomatic service is key to the defense of our nation. Our diplomats must be able to leverage all the diplomatic tools necessary to address the challenges of complex, ever changing, and increasingly global world – a world where terrorists and pandemics freely cross borders and thrive on the inability of failed and failing states to perform even basic sovereign responsibilities. Defeating these threats depends as much on strengthening states and societies as destroying enemies. To meet these demands and to ensure Foreign Service personnel are qualified to implement the Department's critical foreign policy agenda, the Department will expand and improve language training, particularly critical needs, by increasing the numbers of language proficient officers, increasing the level of their proficiency, and increasing the number of positions for which language proficiency is no longer "preferred" but required.

The Department's global engagement strategy requires significant enhancements to our foreign language capabilities. Of particular importance are critical needs languages such as Arabic, Chinese, Hindi, and Urdu, some of which require two years of rigorous training to reach a competency level required to interact with a host country populace. State personnel must have the language skills to interact successfully with hostile foreign press, actively engage and persuade skeptical foreign audiences, and promote U.S. interests to the widest possible audience, including non-governmental interlocutors outside of foreign capitals. This is vital if we are to carry out the President's agenda in places where America faces the greatest challenges and dangers. In FY 2009, positions were funded to build a training capacity, or complement, such that positions at posts are not vacant while employees are in language training for periods up to two years. In FY 2010, the Department plans to expand its language training among the Generalist and Specialist corps and increase the number of language designated positions to ensure they can most effectively assist in meeting the Department's vital mission requirements.

The Department is increasingly working in the broader interagency environment, both overseas and domestically. For some time now the ability to participate in exchanges as well as in Department of Defense's (DOD) education programs – the latter offering significant cost-savings from developing our own – has fallen well short of need. The Department plans to increase these professional development opportunities to ensure that employees are fully prepared to work to meet today's pressing needs.

The indicator below shows how the Department is working to strengthen its capacity to influence science policy debates internally and externally. Science and technology are key drivers of global development today and will be increasingly so in the future. Since 2000 the office of the Science Technology Advisor to the Secretary (STAS) has lead a department-wide initiative to increase the number of scientist in the Department.

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STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES	
Strategic Priority: Human Resources	
Indicator: Status of S&T Fellows and S&T-Literate Recruits at State	
Target FY 2010	There are at least 50 AAAS and other S&T fellows working at State. The sixth cohort of 10 Jefferson Science Fellows is assigned in September 2009 and 50% of the JSF alumni continue to consult for the Department. The JSF program is institutionalized with 100% of the program costs assumed by the Department. HR/REE, STAS renew co-sponsorship of recruitment booths and outreach activities with AAAS and other professional societies. Diplomats in Residence actively recruit scientists and engineers at campuses. The Jefferson Fellow Distinguished Lecture Series continues and Jefferson's and AAAS fellows are used increasingly by R and PA/IVP and Speakers Program activities. Enhancements crafted by Jefferson's are made to the ESTH courses at FSI. There are at least 45 Embassy Science Fellows worldwide and some Jefferson's and AAAS fellows participate.
Target FY 2009	There are at least 50 AAAS and other S&T fellows working at State and USAID in September 2008. A fifth cohort of 10 Jefferson Science Fellows is assigned and 50 percent of the JSF alumni continue to consult for the Department. The JSF program continues on track for institutionalization with 70 percent of the program costs assumed by the Department. HR/REE, STAS restart co-sponsorship of AAAS recruitment booth and continue other outreach activities with professional societies, including with Diplomats in Residence who actively recruit new JSF prospects and student interns and young graduates at their campuses. A Jefferson Fellow Distinguished Lecture Series is initiated on a monthly basis. There are at least 40 Embassy Science Fellows. STAS/OES add a third week for all ESTH or all officers in such assignments and initiate a new S&T course.
Target FY 2008	There are at least 50 AAAS and other S&T fellows working at State. A fourth cohort of 10 Jefferson Science Fellows is assigned in September 2007 and 25 percent of the JSF alumni continue to consult for the Department. The JSF program is on track for institutionalization with part of the program costs assumed by the Department. HR/REE, STAS continue co-sponsorship of AAAS recruitment booth, other outreach activities with professional societies. Diplomats in Residence actively recruit new JSF prospects at their campuses. There are at least 35 Embassy Science Fellows.
Result FY 2008	Rating: Improved over prior year, but not met There were 35 AAAS and other S&T fellows working at State during the fellowship year beginning September 2007, and 8 Jefferson Science Fellows. The transition strategy to institutionalize the JSF program began in earnest based on a 50/50 administrative cost sharing between the Department and the Carnegie Corporation and MacArthur Foundation grants. The initiative with L to secure authorizing language from Congress for grant-making authority for science and diplomacy fellowships was unsuccessful. HR/REE budget constraints frustrated co-sponsorship of an AAAS recruitment booth, but other outreach and recruitment activities continued. There were at least 35 Embassy Science Fellows assigned for short-term projects. STAS worked closely with OES to bolster FSI course content for new ESTH officers and began planning for additional S&T courses.
Impact	The increase of S&T science fellows in S/STAS' ranks has strengthened its capacity to influence science policy debates internally and externally, interagency coordination, program directions and associated funding, and bilateral and multilateral cooperation. A new "science diplomacy," including public/private partnerships with U.S. universities, is possible and helps "shape" future foreign policy.
Result FY 2007	There were 34 AAAS and other S&T fellows working at State during the fellowship year beginning September 2006, and 6 Jefferson Science Fellows. STAS successfully launched a phased transition strategy to institutionalize the JSF program, including working with the National Academies to obtain grants from the foundations to cover part of the costs for FY08 and FY09; securing a commitment from the Department for operational funding to replace foundation support beginning in FY 2008; and working with L to submit proposed authorizing language for grant-making authority to Congress, but Congress has not yet passed it. HR/REE, STAS continue co-sponsorship of AAAS recruitment booth, other outreach activities. There were at least 37 Embassy Science Fellows assigned for short-term projects in embassies worldwide.
Result FY 2006	45 PhD scientists and engineers worked in 13 functional and all six regional bureaus, including 35 AAAS Fellows and 10 first and second year fellows from the American Institute of Physics, the Institute of Electrical and Electronics Engineers, and the American Chemical Society. HR reduced centrally-funded fellows for Science and Technology from 17 to 15. The second cohort of five new JSFs were assigned at the Department. Human Resources and the STAS Office co-sponsored a recruitment booth at American Association for the Advancement of Science annual meeting with events for minorities requirements. Over 40 Embassy Science Fellows were staffed from USG agencies for short-term assignments. HR data indicates 35 new officers have Science and Technology Credentials.

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Result FY 2005	33 American Association for the Advancement of Science's (AAAS) Fellows and seven Fellows sponsored by professional scientific societies worked in 11 functional bureaus, six regional bureaus. A new professional society fellowship sponsored by the American Chemical Society began working at mid-year. The first five Jefferson Science Fellows (JSF) began one-year assignments in September 2004, and were retained as consultants for five years thereafter. This three-year pilot program was made possible through external funding totaling \$4.6M. The STAS Office also led an effort with professional societies, universities, the Foreign Service Institute and National Defense University to design and implement a 21st century science and technology educational curriculum and training program for Foreign Service and Civil Service employees.
VERIFICATION AND VALIDATION	
Data Source and Quality	Core data sources are the number of participants in the AAAS, JSFs, and professional societies fellowships, ESFs and interns. Data quality assessment revealed moderate data limitations in the following areas: no method in place for detecting missing and duplicate data; limited independent review of results reported.

Global Engagement and Strategic Relationships: 352 positions

The Department has a long-term, comprehensive blueprint for more robust and proactive engagement of a truly global nature. In FY 2009, funding for increased hiring largely allowed the Department to backfill vacancies created by personnel assigned to expanding missions in Iraq and Afghanistan, and the increases in critical language training. The workload continues to expand in other posts around the world as American diplomats are confronted with issues that affect America's security and domestic welfare, from financial crises to global environmental challenges, AIDS, terrorism, human trafficking, and the spread of weapons of mass destruction. The positions for which funds are requested in FY 2010, will allow the Department to begin expanding its presence according to strategic priorities. Key resource components for an enhanced global presence include:

Global Outreach (332 Positions) – The Department plans to expand its diplomatic presence in strategic areas, particularly in Afghanistan and Pakistan, and the Middle East, to support our national security goals. Improving peace and stability throughout these regions requires building political and popular will against terrorism, strengthening international cooperation, and bolstering the capabilities of our friends and allies.

In other regions, the Department's global engagement will require increased resources to:

- Encourage broader participation in the political process;
- Promote the development of democratic systems;
- Promote economic opportunity and prosperity for the poor and vulnerable;
- More fully engage countries that represent a huge share of global growth and may play a major role in determining the future course of the global economy; and
- Strengthen our efforts to support governments that are experiencing setbacks, working to strengthen civil society, independent media and democratic reform.

In support of this ambitious global engagement, 72 positions will be allocated to provide essential support to various overseas posts in terms of policy development and program coordination.

Strategic Partnerships (20 Positions) – The challenges of the 21st Century require better and stronger means for interagency action and coordination. Our nation's security is best protected through an integrated effort that brings all of the federal government's resources to bear. That effort cannot be cobbled together in response to the threat, but must be the result of coordinated planning and ongoing cooperation of the type envisioned in the National Security Professional Development Program.

The request for funding to support 20 additional political advisor (POLAD) positions builds upon the expansion of this partnership initiated in the President's FY 2009 budget request to provide additional support to one and two star military commanders who lead more localized operations throughout the world. The Department will also solidify our pool of experienced political advisors by assigning more junior mid-level officers along with the more experienced Ambassador level POLADs at key military Commands. State Department POLADs with expertise in local areas and regions are able to draw on the full resources of the Department and can provide invaluable support

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to commanders who operate in an increasingly complex world where US military and diplomatic objectives intersect.

OVERSEAS PROGRAMS: 123 positions

In addition to the HRI positions, the FY 2010 D&CP request to bolster the Overseas Programs includes funding for targeted positions in support of specific bureau initiatives. Bureau chapters discuss their position needs in greater detail.

Regional Priorities: 78 positions

While funding for positions requested under the Global Outreach section above address broad worldwide program requirements throughout the Department's regional structure, there are other priority requirements identified by bureaus.

- African Affairs: Maintain an effective and efficient operation that better serves American citizens, promotes U.S. interests abroad, pursues diplomatic solutions to national security issues, protects America's borders, confronts threats to U.S. security, influences foreign opinion through public diplomacy, and engages and educates through exchange programs.
- East Asian and Pacific Affairs: Address government and human rights, religious freedom, refugee problems, economic policy reform, trafficking in persons, environmental preservation and energy security in various posts.
- European and Eurasian Affairs: Undertake new initiatives in key posts to ensure host government cooperation in priority areas such as counter-terrorism, economic development, building democratic institutions and promoting U.S. economic interests.
- Near Eastern Affairs: Expand the Iran Watch program in response to the challenges posed by Iran in areas such as pursuit of nuclear weapons capability, support for terrorists groups, and other destabilizing regional activities, as well as mediating the Palestinian and Lebanon conflicts and enhancing commercial and economic interests.
- South Central and Asian Affairs: Increase program support capacity to support rapidly expanding, dynamic growth in regional priorities, particularly in Afghanistan and Pakistan.
- Western Hemisphere Affairs: Protecting America's borders, influencing foreign opinion, expanding exchange programs, strengthening information systems security to address changes to posts threat levels, and working towards successful execution of trade agreements.

Public Diplomacy: 20 positions

The Department's global engagement activities are guided by several strategic objectives. First, the Department aims to offer a vision of hope and opportunity that is rooted in American values, particularly liberty, human rights and human dignity. Second, the Department hopes to isolate and marginalize violent extremists and undermine their efforts to appropriate religion to justify their acts of murder. Third, the Department seeks to foster a sense of common interests and values between Americans and the people of the world. Additional resources are critical to the Department's ability to solidify and institutionalize improvements to our public diplomacy efforts within the framework of the *National Strategy for Public Diplomacy and Strategic Communication*.

Worldwide Medical Program: 25 positions

The increasing number of employees and family members overseas requires a commensurate increase in medical personnel to respond to medical needs and issues, implement preventative medical programs, and respond to a dramatic increase in medical clearances for new Foreign Service hires and family members. Of critical importance are area-specific shortages of proper medical staff and services in a variety of overseas posts.

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DIPLOMATIC POLICY AND SUPPORT: 114 positions

Office of the Secretary: 32 positions

Expanding the Office of Counterterrorism will enhance the Department's ability to lead international efforts and coordination concerning the Global War on Terror, including undertaking negotiations with partner countries and engaging key partners on the development of common strategies and programs. The Department is also placing a high priority on improving the effectiveness of its Equal Opportunity and Diversity initiatives as well as ensuring full compliance with all EEO mandates.

Legal Support: 10 positions

The Department's expanded global outreach activities and commitments, and closely aligned domestic program development and support will require a proportional increase in legal activity for international as well as domestic issues. Additional staff support is necessary to address the burgeoning caseload and demand for services related to victims of international terrorism, the steadily increasing number of employment law cases and the potential cost in damages from litigation, and to respond to the implementation deadline for legislation requiring passports for travel pursuant to the Western Hemisphere Travel Initiative. This additional staff will also be able to better advance US interests by fulfilling our obligations under various treaties such as the Convention Against Torture, the International Covenant on Civil and Political Rights, and two Protocols on the Rights of the Child.

Intelligence and Research: 15 positions

As part of the Comprehensive National Cyber Initiative (CNCI) strategy the Department has additional responsibilities concerning information infrastructure, security operations and policy formulation and execution, particularly related to engaging foreign partners. As cyberspace issues continue to grow in complexity and scope it is imperative that the Department enhance its ability to meet these critical challenges. The Department plans to strengthen all-source analysis in several critical areas, including China, the Near East, Africa and Russian Conventional Military issues in order to provide more in-depth analytic coverage.

Arms Control and International Security: 16 positions

Diplomacy is the Department's primary tool for achieving our nonproliferation objectives. As such, the Department must expand its ability to engage in high-profile efforts such as Iran and North Korea, and to manage and implement various world-wide initiatives, including the Global Initiative to Combat Nuclear Terrorism and the Proliferation Security Initiative. Priorities for verification, compliance and the implementation of arms control, nonproliferation, and disarmament agreements and commitments will require additional analytical capabilities in the following areas:

- Biological, Chemical, Nuclear Ballistic and Cruise Missile verification
- Nuclear Materials Lifecycle Production
- Proliferation Response
- WMD and Missile Sanctions Technology

The Department has expanded State-Defense collaboration through initiatives that seek to balance hard and soft power in confronting foreign policy challenges. In order to sustain and build on this momentum, additional staffing resources will provide oversight and management of new jointly managed State-Defense security assistance programs authorized in the 2007 National Defense Authorization Act and support new political/military planning efforts to ensure that military planning processes are informed by foreign policy expertise and goals.

Democracy and Global Affairs: 6 positions

The Department needs to support and provide policy development and coordination in several critical areas.

The Department must increase its ability to make the most accurate assessments of foreign governments as countries are assessed in the annual *Trafficking in Persons Report* to Congress and enhance capabilities to more

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vigorously and effectively monitor and evaluate on-going USG-funded programs. Additionally, it must continue to fulfill mandates as outlined in the Trafficking Victims Protection Act of 2000 and subsequent reauthorizations addressing the prosecution of traffickers, protection of victims and prevention of trafficking.

The Department's efforts in economics and business affairs lie at the critical nexus of economic prosperity and national security; advancing progress in one contributes to progress in the other. In the current global environment, threats to national security emanate from countries that are marginalized from the global economy. While numerous USG agencies are involved in international economic engagement, the Department brings all these efforts together to build coherence and synergies involving the full range of policies that promote U.S. economic goals. Additional positions will enhance policy development and support in the Department's Eurasian energy diplomacy, international energy and commodity policy and intellectual property enforcement portfolios.

Administration and Management: 35 positions

The Department's various administrative and logistical elements require additional resources to address not only expansion and improvement of its management infrastructure, but to expand its ability to provide the full range of administrative support to a global workforce that, in light of new positions in FY 2009 and FY 2010, could experience substantial growth within a relatively short timeframe.

Training – provide training to support current critical foreign policy priorities as well as to enhance subject-specific and professional skills development curricula to ensure that the Department's workforce is prepared to address a host of complex global issues, as well as to provide additional critical needs language training staff and support resources.

Facilities, Operations and Logistics Management – staff support in various elements responsible for new facilities and existing facility renovation, as well as support for the Integrated Logistics Management System, the State Assistance Management System and the Department's personal property and grants management programs.

Information Sharing Services – expand the Department's Freedom of Information Act capabilities to fully comply with various Executive and legislative requirements, and to ensure that the Department is not vulnerable to judicial intervention, public criticism or loss of credibility and standing in the international community. Additionally, the Department must address a substantial volume of declassification activities to comply with statutory requirements.

Information Resource Management – support the on-going development and continued updates to the Department's enterprise architecture, the core underpinning of its global network. This will ensure a continuity of knowledge that will not only continue to support the current infrastructure but also see to it that new development is properly guided to ensure compliance with the Department's diplomatic mission.

Resource Management – improve budget procedures and systems, increase cross-cutting budget analysis such as exchange rate adjustments and overseas inflation impacts, provide additional expertise in budget formulation and execution and enhance program evaluations.

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FY 2010 Request Resource Summary

	Positions			Pos Total	Funds (\$ in thousands)		
	American Domestic	Overseas	FSN		Bureau Managed	American Salaries	Funds Total
FY 2008 Actual	0	0	0	0	0	0	0
FY 2009 Estimate	496	24	0	520	102,105	90,658	192,763
FY 2010 Base (1)	496	24	0	520	89,385	86,845	176,230
FY 2010 Built-in Changes							
Annualization of FY 2009 American COLA	0	0	0	0	307	313	620
Annualization of Foreign Service Modernization	0	0	0	0	465	10,119	10,584
Annualization of New FY 2009 Positions	0	0	0	0	1,741	1,280	3,021
Annualization of New Positions Requested in FY 2009	0	0	0	0	31,113	25,876	56,989
Domestic Inflation	0	0	0	0	107	0	107
FY 2010 American Cost of Living Adjustment	0	0	0	0	819	957	1,776
Foreign Service Modernization	0	0	0	0	4,174	16,079	20,253
Professional Associates	0	0	0	0	5,951	0	5,951
Total Built-in Changes	0	0	0	0	44,677	54,624	99,301
FY 2010 Current Services	496	24	0	520	134,062	141,469	275,531
FY 2010 Program Changes							
Human Resources Initiative	276	289	0	565	76,827	41,452	118,279
Public Diplomacy	0	0	0	0	18,000	0	18,000
Total Program Changes	276	289	0	565	94,827	41,452	136,279
FY 2010 Request	772	313	0	1,085	228,889	182,921	411,810

(1) FY2010 Base excludes non-recurred FY2009 supplemental funds

Staff by Program Activity (positions)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
Conduct of Diplomatic Relations	0	500	1,065	565
Public Diplomacy	0	20	20	0
Total	0	520	1,085	565

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Funds by Program Activity (\$ in thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
Conduct of Diplomatic Relations	0	170,355	371,100	200,745
Public Diplomacy	0	0	40,710	40,710
Total	0	170,355	411,810	241,455

FY 2010 Request Program Activities

Human Resources Initiative	Positions				Funds (\$ in thousands)		
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	766	299	0	1,065	190,840	180,260	371,100
Public Diplomacy	6	14	0	20	38,049	2,661	40,710
Total	772	313	0	1,085	228,889	182,921	411,810

Funds by Object Class (\$ in thousands)

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Request	Increase / Decrease
1100 Personnel Compensation	0	124,361	136,054	11,693
1200 Personnel Benefits	0	45,994	46,867	873
2500 Other Services	0	0	228,889	228,889
Total	0	170,355	411,810	241,455